

SUGGESTED DCI REMARKS  
FOR  
JANUARY 1985 SIS PROMOTIONS AND AWARDS CEREMONY

GOOD MORNING. WE ARE HERE TODAY TO AWARD PROMOTIONS AND RANK STIPENDS TO MEMBERS OF THE SENIOR INTELLIGENCE SERVICE AND TO WELCOME THOSE NEWLY PROMOTED INTO THIS ELITE SENIOR CORPS. THE OFFICERS WE HONOR TODAY REFLECT THE FINEST QUALITIES OF GOVERNMENT SERVICE AND THESE SPECIAL QUALITIES ARE THE BACKBONE OF OUR INTELLIGENCE PROFESSION. I AM PLEASED TO BE ABLE TO RECOGNIZE SUCH AN OUTSTANDING GROUP OF MEN AND WOMEN. THE DEDICATION AND ENTHUSIASM OF OUR SENIOR OFFICERS IS A SOURCE OF CONTINUING INSPIRATION TO US ALL. THE LEADERSHIP AND TALENT IN THIS SENIOR CORPS MAKE IT POSSIBLE FOR THE CIA TO CONTINUE TO PROVIDE THE HIGH QUALITY INTELLIGENCE THAT OUR NATION NEEDS AND ON WHICH OUR PRESIDENT RELIES IN MAKING CRITICAL DECISIONS AFFECTING OUR NATIONAL SECURITY.

WE DEMAND A GREAT DEAL FROM OUR PEOPLE IN GENERAL AND OUR SENIOR OFFICERS IN PARTICULAR. MOST HAVE GROWN ACCUSTOMED TO WORKING UNDER THE CONSTANT PRESSURE OF SHORT DEADLINES. MANY SERVE IN HOSTILE ENVIRONMENTS, AND MORE AND MORE, WE ARE AFFECTED BY THE GROWING THREAT FROM TERRORISTS AND OTHER FANATICS AROUND THE WORLD. WE ARE OPENLY AND WIDELY CRITICIZED FOR ANY MISTAKES WE MIGHT MAKE BUT RARELY IF EVER CAN WE PUBLICIZE OR EVEN SPEAK OF OUR MANY ACCOMPLISHMENTS.

I AM ESPECIALLY PLEASED THAT THE FAMILIES OF OUR SENIOR OFFICERS COULD BE PRESENT TODAY. WE DON'T OFTEN HAVE THE OPPORTUNITY TO ACKNOWLEDGE TO YOU THE VAST CONTRIBUTIONS THAT OUR SENIOR OFFICERS MAKE TO THE SECURITY OF THE NATION. THIS VERY ELITE GROUP IS OVERFLOWING WITH SPECIAL TALENTS AND ACCOMPLISH THEIR MISSIONS UNHERALDED AND OFTEN WITH GREAT SACRIFICES. THEY ARE A SPECIAL GROUP OF PEOPLE AND I AM PROUD OF THEM. I AM ALSO PROUD OF THE FAMILIES WHO SUPPORT THESE OFFICERS AND OFTEN SHARE IN THE SACRIFICES.

YOU SENIOR OFFICERS HAVE SOME IMMEDIATE CHALLENGES TO FACE. THERE SOON WILL BE SOME NEW FACES ON CAPITOL HILL. ESPECIALLY IMPORTANT TO US WILL BE THE NEW MEMBERS OF OUR INTELLIGENCE COMMITTEES WHOM WE WILL HAVE TO BRIEF ON OUR ACTIVITIES AND GAIN THEIR SUPPORT. FUTURE TIGHTENED BUDGETS ARE A CERTAINTY. WE MUST ASSIST OUR PRESIDENT IN HIS ATTEMPTS TO REACH A BALANCED BUDGET WHILE STILL PROTECTING OUR CRITICAL NEEDS. VERY ASTUTE BUDGET PLANNING IS NECESSARY TO PARE LESSER ESSENTIAL ITEMS FROM OUR BUDGET AND HOLD COSTS DOWN WHILE PRESERVING ESSENTIAL ITEMS.

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SERVES AS A LESSON TO US THAT OUR SENIOR MANAGERS HAVE TO BE MORE AWARE AND TIGHTEN CONTROL OVER WHAT IS HAPPENING AT SOME OF THE LOWER LEVELS IN THE AGENCY. WE STILL HAVE A PROBLEM WITH LEAKS. ALL OF US ARE RESPONSIBLE FOR ELIMINATING LEAKS. I AM ESPECIALLY CHARGING YOU SENIOR MANAGERS WITH EDUCATING OUR EMPLOYEES ON THE PROBLEM AND THE DIRE CONSEQUENCES THAT CAN RESULT FROM LEAKS.

WE ARE SEEING AN ENORMOUS CHANGE IN THE AGE AND COMPOSITION OF OUR EMPLOYEES. THE EFFORTS OF THE OFFICE OF PERSONNEL IN TRYING TO RECRUIT A NEW GENERATION OF YOUNG PEOPLE TO STAFF THE CIA IS BEARING FRUIT. THE RESPONSE TO OUR ADS, OUR CAMPUS VISITS, AND OUR OTHER RECRUITMENT DRIVES HAS BEEN MET WITH NEW ENTHUSIASM. MORE YOUNG PEOPLE TODAY ARE ONCE AGAIN BEING DRAWN TOWARDS GOVERNMENT SERVICE IN GENERAL AND THE CIA IN PARTICULAR. WE ARE NOW SEEING A BUMPER CROP OF VERY BRIGHT NEW PROFESSIONALS JOINING THE AGENCY. THEY HAVE A GOOD GROUNDING IN THE BASICS BUT THEY CANNOT BECOME EFFECTIVE MEMBERS OF THE INTELLIGENCE PROFESSION BY THEMSELVES. WE MUST ENSURE THAT THEY RECEIVE THE PROPER TRAINING TO GET THEM STARTED IN THEIR CAREERS. BUT WE CAN'T STOP THERE. I AM RELYING ON YOU, OUR SENIOR MANAGERS, TO PROVIDE THE LEADERSHIP, ENCOURAGEMENT, AND GUIDANCE THAT WILL MOLD THESE NEW PROFESSIONALS INTO EFFECTIVE INTELLIGENCE PERSONNEL AND PREPARE THEM TO BECOME OUR FUTURE SENIOR MANAGERS.

TODAY WE ARE RECOGNIZING [ ] AGENCY OFFICERS WITH DISTINGUISHED OFFICER AWARDS, [ ] AGENCY OFFICERS WITH MERITORIOUS OFFICER AND 1 INTELLIGENCE COMMUNITY STAFF OFFICER WITH A MERITORIOUS OFFICER AWARD. [ ]

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THE POSITIVE, CAN-DO ATTITUDE THAT I SEE IN YOU CAN BE A REAL  
ENCOURAGEMENT AND A STRONG EXAMPLE TO OUR PROFESSIONALS. I THANK EACH AND  
EVERY ONE OF YOU FOR YOUR EXCEPTIONAL PERFORMANCE AND VALUABLE CONTRIBUTIONS  
TO OUR MISSION. MY CONGRATULATIONS TO ALL OF YOU.